

REVEREND CLERGY, DISTINGUISHED MEMBERS OF THE CITY COUNCIL, PUBLIC OFFICIALS, FAMILY, FRIENDS AND CITIZENS OF PEABODY.

I AM PRIVILEGED TO STAND BEFORE YOU TODAY AS YOUR MAYOR TO REPORT ON THE PROGRESS OF THE CITY OF PEABODY AT THE MID-POINT OF THIS ADMINISTRATION. LAST YEAR AT THIS TIME, I STOOD BEFORE YOU AND OUTLINED THE GOALS FOR MY FIRST FULL TERM AS MAYOR. AT THE TIME, THERE WERE PROBABLY SOME THAT THOUGHT THESE GOALS WERE NOTHING MORE THAN POLITICAL RHETORIC. I WAS COMMITTED TO WHAT I SAID A YEAR AGO AND I AM HERE TO REAFFIRM THAT COMMITMENT TODAY. I AM PROUD OF WHAT HAS BEEN ACCOMPLISHED TO DATE AND CONFIDENT THE COURSE THAT HAS BEEN SET BY THIS ADMINISTRATION WILL FULFILL OUR ORIGINAL COMMITMENTS.

THE PAST YEAR HAS BEEN A YEAR OF ACTION-- A YEAR IN WHICH WE CONFRONTED THE ISSUES HEAD-ON IN OUR EFFORTS TO MAKE THIS CITY A BETTER PLACE TO LIVE. RELIEF FOR THE OVERBURDENED TAXPAYER, REORGANIZATION AND CONSOLIDATION OF MUNICIPAL AGENCIES TO ACHIEVE A HIGHER LEVEL OF EFFICIENCY IN GOVERNMENT, DEVELOPMENT OF THE CENTENNIAL INDUSTRIAL PARK, ESTABLISHMENT OF A PLANNING DEPARTMENT TO COMPETE FOR OUR RIGHTFUL SHARE OF STATE AND FEDERAL FUNDS, EXTENSION OF THE LIFE OF THE MUNICIPAL LANDFILL, REVITALIZATION OF OUR DOWNTOWN AREAS AND THE IMPROVEMENT OF OUR CITY'S IMAGE ARE AMONG THE CONTINUING



ACHIEVEMENTS WHICH I BELIEVE HAVE SET OUR CITY ON A COURSE WHICH WILL MAKE US ALL PROUD.

THE MOST GRATIFYING ACCOMPLISHMENT, WITHOUT QUESTION, WAS TO BE ABLE TO GIVE OUR CITIZENS SOME TAX RELIEF BY REDUCING THE TAX RATE DURING A TIME WHEN INFLATION IS GOUGING AWAY AT PEOPLES INCOME. WE WERE ONE OF THE FEW COMMUNITIES IN THE ENTIRE STATE TO REDUCE OUR TAX RATE AND THE ONLY ONE AMONG OUR NEIGHBORING CITIES AND TOWNS. THIS WAS ACCOMPLISHED WITH HARD WORK, DIFFICULT DECISIONS AND SUPPORT FROM MANY PEOPLE, IN PARTICULAR, THE CITY COUNCIL AND SCHOOL COMMITTEE. THIS YEAR'S BUDGET REPRESENTED ONE OF THE LOWEST PERCENTAGE INCREASES IN THE STATE AND THIS CITY'S SMALLEST PERCENTAGE INCREASE IN THE LAST FIFTEEN YEARS. THESE CONCERTED EFFORTS HAVE RESULTED IN THE FIRST PROPERTY TAX DECREASE SINCE THE MID-SIXTIES.

THE ONE ISSUE THAT RANKS AT THE TOP AS BEING IMPORTANT TO ME AND FOR OUR COMMUNITY IS ITS IMAGE AND HOW PEOPLE PERCEIVE IT. I BELIEVE THAT MANY OF THE SUCCESSES OF THE PAST YEAR CAN BE ATTRIBUTED AT LEAST, IN PART, TO A CHANGING IMAGE OF OUR CITY. IN MY PAST INAUGURALS, I PLEDGED TO TAKE FIRM ACTION AGAINST THOSE ELEMENTS THAT WOULD TARNISH OUR CITY'S IMAGE. I WHOLEHEARTEDLY SUPPORT THE EFFORTS OF THE LICENSING BOARD, THE BOARD OF HEALTH AND THE LEGAL DEPARTMENT IN THEIR CONTINUING EFFORTS TO



MEET THAT OBJECTIVE THROUGH THEIR CONSISTENT AND FIRM, BUT FAIR ACTION. IT IS MUCH EASIER TO EFFECT MEANINGFUL CHANGE WHEN PEOPLE ARE NOT SUSPECT OF THEIR GOVERNMENT, BUT FEEL THAT GOVERNMENT TRULY CARES AND IS WORKING TOWARD IMPROVEMENT OF THEIR COMMUNITY. TO CONSTANTLY WORK ON IMPROVING THE CITY'S IMAGE WILL ALWAYS REMAIN MY TOP PRIORITY.

ONE OF MY FIRST ACTIONS WAS TO ESTABLISH AN EFFECTIVE PLANNING DEPARTMENT SO THAT WE COULD COMPETE FOR THE FEDERAL DOLLARS THAT WERE COMING FROM YOUR POCKETS AND GOING TO OTHER CITIES. WE FIRST RECEIVED A \$25,000 GRANT FOR A DOWNTOWN REVITALIZATION STUDY THAT IS WELL UNDER WAY AND CLOSE TO SOME IMPLEMENTATION. WE THEN COMPETED IN THE SMALL CITIES GRANT PROGRAM AND WE WERE ONE OF THREE CITIES SELECTED IN MASSACHUSETTS. PEABODY WAS THE RECIPIENT OF \$2.5 MILLION AND THAT MONEY IS NOW AT WORK FOR NEW STREETS, \$1.1 MILLION FOR HOUSING REHABILITATION, RECREATION HALL FOR THE ELDERLY, PLAYGROUNDS AND HANDICAP RAMPS. WE THEN PURSUED GRANT MONEY TO ENCOURAGE DEVELOPMENT OF THE CENTENNIAL PARK. THERE WAS \$30 MILLION ALLOCATED FOR THE ENTIRE COUNTRY IN THE ROUND OF FUNDING WE WERE INVOLVED IN, AND I WAS EXTREMELY PLEASED TO ANNOUNCE FOUR MONTHS AGO THAT THE CITY OF PEABODY WAS THE RECIPIENT OF \$10.5 MILLION--ONE THIRD OF THE COUNTRY'S



ALLOCATION AND THE LARGEST GRANT UNDER THE U. D. A. G. PROGRAM EVER AWARDED A SMALL CITY. IN THE LAST 12 MONTHS, THE CITY OF PEABODY HAS BEEN AWARDED GRANTS IN EXCESS OF \$13 MILLION AND, IN LARGE MEASURE, THAT SUCCESS HAS TO BE CREDITED TO AN EFFECTIVE PLANNING DEPARTMENT.

THIS ADMINISTRATION HAS COMMITTED ITSELF TO INDUSTRIAL DEVELOPMENT AS A MEANS OF BROADENING OUR TAX BASE AND CREATING NEW JOBS TO REPLACE THOSE LOST BY THE DECLINING LEATHER INDUSTRY. WITH THE HELP OF THE COMMUNITY DEVELOPMENT AUTHORITY, CITY COUNCIL, PLANNING BOARD AND CONSERVATION COMMISSION, MUCH HAS BEEN ACCOMPLISHED AND MORE WILL. LET ME GIVE YOU A BRIEF REPORT AS TO THE PROGRESS TO DATE.

IN THE COURSE OF A LITTLE MORE THAN A YEAR, THERE HAVE BEEN SEVERAL TANGIBLE SIGNS OF PROGRESS IN TERMS OF REDEVELOPMENT AND ECONOMIC GROWTH IN THE CITY OF PEABODY. LAST YEAR WE BEGAN TO CONFRONT THE PROBLEM OF MOVING FORWARD WITH THE CENTENNIAL INDUSTRIAL PARK. THE PARK FACED SEVERE DEVELOPMENT DIFFICULTIES SUCH AS PROBLEMS WITH ACCESS, UTILITIES AND MARKETING. MOREOVER, ALL OF THESE PROBLEMS HAD TO BE RESOLVED RAPIDLY AND IMPROVEMENTS HAD TO BE IMPLEMENTED QUICKLY.





THE CITY'S COMMUNITY DEVELOPMENT DEPARTMENT, WITH THE COOPERATION OF THE COMMUNITY DEVELOPMENT AUTHORITY, CONCEIVED A MULTI-FACETED STRATEGY INVOLVING PUBLIC IMPROVEMENTS, PROFESSIONAL MARKETING, ADDITIONAL ENGINEERING STUDIES, URBAN DEVELOPMENT ACTION GRANTS FROM HUD AND NEGOTIATIONS WITH KEY INDUSTRIAL FIRMS IN STRATEGIC AREAS OF THE PARK.

PARTICULARLY DURING THE PAST NINE MONTHS, WE HAVE WORKED HARD TO PUT ALL OF THESE PIECES IN PLACE AND HAVE MADE CONSIDERABLE PROGRESS. A \$10.5 MILLION UDAG WAS OBTAINED IN THE FORM OF A GRANT TO THE CITY TO LOAN TO THE ANALOGIC AND S.S. PIERCE COMPANIES TO HELP MEET DEVELOPMENT COSTS ON THE SITE. SOME OF THE UDAG MONEY ALSO WAS DESIGNATED FOR NORTHWAY INDUSTRIAL PARK AND THE ROYAL DOULTON COMPANY. WE HAVE ALSO SIGNED PURCHASE AND SALES AGREEMENTS WITH S.S. PIERCE AND THE PRECISION METALS COMPANY AND ARE NEGOTIATING PURCHASE AND SALES AGREEMENTS WITH ANALOGIC, THE ELECTRIC LIGHT AND OTHER POSSIBLE USERS. I WOULD LIKE TO TAKE THIS OPPORTUNITY TO PERSONALLY THANK THE CITY COUNCIL FOR THEIR COOPERATION IN HELPING US REALIZE THE PROGRESS WE HAVE EXPERIENCED, THUS FAR, AT THE INDUSTRIAL PARK. WITH CONTINUED EFFORT AND MUTUAL COOPERATION, WE HOPE TO ACHIEVE FURTHER PROGRESS IN THE COMING YEAR IN THE AREA OF INDUSTRIAL DEVELOPMENT.



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ANOTHER AREA OF PROGRESS HAS BEEN IN NEIGHBORHOOD REDEVELOPMENT; CHIEFLY, IN THE FORM OF THE CITY'S RECEIPT OF A \$2.5 MILLION SMALL CITIES GRANT. ACTIVITIES ARE CURRENTLY UNDERWAY IN THE AREAS OF HOUSING REHABILITATION AND STREET IMPROVEMENTS AND SEVERAL PROJECTS ARE IN VARIOUS PLANNING AND DESIGN PHASES SUCH AS THE NEW BRESNAHAN ELDERLY CENTER AND VARIOUS PARK IMPROVEMENTS. THE PLANNING STAGES OF REVITALIZATION ARE WELL UNDERWAY AND, AT THIS POINT, THE FOLLOWING HAS BEEN ACCOMPLISHED.

DOWNTOWN PEABODY IS THE FOCUS OF A BROAD-BASED EFFORT TO COMBINE PUBLIC AND PRIVATE INVESTMENT IN THE REVITALIZATION OF THE BUSINESS DISTRICT. A CITIZEN TASK FORCE, WHICH I APPOINTED, HAS GROWN TO A MEMBERSHIP OF FIFTY. CITY OF PEABODY COMMUNITY DEVELOPMENT STAFF EFFORTS HAVE BEEN COMBINED WITH FUNDS AND TECHNICAL ASSISTANCE FROM THE MASSACHUSETTS EXECUTIVE OFFICE OF COMMUNITIES AND DEVELOPMENT AND THE U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT TO PREPARE THE WAY FOR PUBLIC AND PRIVATE ACTION THAT WILL BRING ABOUT SIGNIFICANT CHANGE IN THE DOWNTOWN AND ITS BUSINESS CLIMATE.



THE KEYS TO SUCCESSFUL REVITALIZATION ARE THE PARTICIPATION OF THE BUSINESS COMMUNITY AND FORWARD-LOOKING ACTION OF THE CITY COUNCIL. A COMMERCIAL AREA REVITALIZATION DISTRICT (CARD) PLAN HAS BEEN APPROVED BY THE TASK FORCE AND CITY COUNCIL FOR SUBMISSION TO THE STATE. THIS WILL PERMIT FAVORABLE INTEREST RATES TO BE OBTAINED FOR LARGER DEVELOPMENT PROJECTS. IF COUPLED WITH AN URBAN SYSTEMS PROGRAM FOR THE IMPROVEMENT OF TRAFFIC, PARKING, SIDEWALKS, LIGHTING AND LANDSCAPING, THEN A VERY POSITIVE INVESTMENT CLIMATE WILL HAVE BEEN CREATED. THE LEADERSHIP IN ASSISTING PROPERTY OWNERS TO ARRANGE FAVORABLE FINANCING HAS BEEN ASSUMED BY THE GREATER PEABODY ECONOMIC DEVELOPMENT CORPORATION.

EFFICIENCY IN OUR GOVERNMENT, I BELIEVE, HAS IMPROVED TO A GREAT DEGREE. MANY MEASURES HAVE BEEN TAKEN. TIME CLOCKS HAVE BEEN INSTALLED IN ALL CITY DEPARTMENTS. THIS WAS NOT A PUNITIVE MEASURE ON MY PART, BUT RATHER FOR EFFICIENCY AND ACCOUNTABILITY. IT IS ALSO THE FIRST STEP TOWARDS COMPUTERIZING OF EMPLOYEE PAYROLLS AND OTHER BENEFITS. MANY EMPLOYEES HAVE ASSUMED ADDITIONAL RESPONSIBILITIES AS WE REORGANIZE AND CONSOLIDATE. CONSTANT MONITORING OF MUNICIPAL BUDGETS HAS MADE DEPARTMENT HEADS



CONSCIOUS OF THE FACT THAT THEY MUST LIVE WITHIN CERTAIN LIMITS AND, FOR THE MOST PART, I MUST CONGRATULATE THE FINE WORK DONE BY MANY DEPARTMENT HEADS. CENTRALIZED PURCHASING DEVELOPMENT<sup>ED</sup> BY OUR PURCHASING AGENT, MR. BALOG, HAS GENERATED SUBSTANTIAL SAVINGS AND ASSURES THE CITY OF GETTING A DOLLAR'S WORTH FOR A DOLLAR SPENT.

REORGANIZATION HAS BEEN AN ON-GOING ISSUE. WE HAVE MADE CHANGES IN THE AUDITING DEPARTMENT, FIRE DEPARTMENT, PUBLIC SERVICE, COMMUNITY DEVELOPMENT AND IN THE SCHOOL DEPARTMENT; WORKING WITH THE SCHOOL COMMITTEE, MANY CHANGES HAVE BEEN MADE. TO DATE, WITH REORGANIZATION, WE HAVE REDUCED BY 70 THE NUMBER OF FUNDED POSITIONS, THEREBY REALIZING SAVINGS IN THE VICINITY OF A MILLION DOLLARS. THIS HAS BEEN ACCOMPLISHED WITHOUT ELIMINATING ANY SERVICES. WE WILL CONTINUE TO DEVELOP ADDITIONAL WAYS OF REORGANIZING AND BEING MORE EFFICIENT.

WE ALL TAKE PRIDE IN THIS AUDITORIUM WHICH IS ONLY ONE PART OF THE CONSOLIDATION EFFORT. YOUR MUNICIPAL GOVERNMENT HAS, FOR THE MOST PART, MOVED INTO THIS BUILDING, ALLOWING US TO VACATE THREE OTHERS; THEREBY REDUCING ENERGY AND MAINTENANCE COSTS ALONG WITH BEING MORE STREAMLINED AND EFFICIENT. WE HAVE INSTALLED A CENTRAL TELEPHONE SYSTEM SO OUR CITIZENS CAN BE CONNECTED TO ANY DEPARTMENT WITH ONE CALL AND INTRA-DEPARTMENT COMMUNICATIONS ARE MORE EFFICIENT AND TIME SAVING.





THE LEGAL DEPARTMENT, UNDER THE DIRECTION OF LAWRENCE O'KEEFE, HAS DEMONSTRATED ITS EFFECTIVENESS IN THE COURTS AND IN THE MULTITUDE OF AGREEMENTS NECESSARY IN REGARDS TO THE CENTENNIAL PARK AND GRANT AWARDS. OVER THE PAST YEAR THE LEGAL DEPARTMENT HAS SUPERVISED THE COLLECTION OF OVER \$300,000.00 IN OVERDUE REAL ESTATE TAXES; THE AMOUNTS PAID FOR CLAIMS AGAINST THE CITY HAS BEEN REDUCED SIGNIFICANTLY; MANY MATTERS PREVIOUSLY HANDLED BY OUTSIDE COUNSEL ARE NOW HANDLED BY OUR LEGAL DEPARTMENT AND THEY HAVE BEEN WORKING CLOSELY WITH THE DEPARTMENT HEADS AND CITY AGENCIES ON OPINIONS AND ADVICE.

THE MANAGING OF THE VARIOUS FINANCIAL DEPARTMENTS IS IN GOOD HANDS UNDER THE ABLE DIRECTION OF JOHN RYAN. UNDER HIS SUPERVISION, THE COLLECTION OF MOTOR VEHICLE EXCISE BILLS HAS VASTLY IMPROVED DUE TO THE CITY TAKING ADVANTAGE OF SERVICES PROVIDED BY BANKS. THE COLLECTOR IS NOW SENDING OUT DEMAND NOTICES THE DAY AFTER BILLS ARE DUE. THIS IS THE FIRST TIME THE CITY HAS EVER BEEN CURRENT, THEREBY INCREASING THE POSSIBILITY OF COLLECTIONS.

THE TREASURER AND AUDITOR, IN UTILIZING BANK SERVICES, HAVE ACCOUNTS PAYABLE NOW AUTOMATED, THEREBY GIVING GREATER ACCOUNTABILITY BY LINE ITEM IN EACH BUDGET AND EASY ACCESS TO PAYMENTS WHICH HAVE BEEN MADE.



THE EFFICIENT COLLECTION PROCESS HAS ENABLED THE CITY TO INVEST ITS MONEY AND THUS FAR THIS YEAR HAS GENERATED IN EXCESS OF ONE HALF MILLION DOLLARS EARNED IN INTEREST PAYMENTS.

MR. RYAN ALSO OVERSEES THE PURCHASING DEPARTMENT WHERE MANY INNOVATIVE CHANGES HAVE BEEN MADE.

THE PAST YEAR HAS SEEN OTHER DEVELOPMENTS. THE MASTER PLAN, A VALUABLE TOOL FOR FUTURE DEVELOPMENT OF OUR CITY, IS WELL UNDERWAY AND SHOULD BE COMPLETED SOME TIME THIS SPRING BY URBAN CONSULTANTS.

WHEN I TOOK OFFICE, OUR SANITARY LANDFILL WAS UNDER COURT ORDER AND WAS FACED WITH CLOSURE. I AM PLEASED TO REPORT THAT OUR EFFORTS HAVE GIVEN US TWO YEARS ON THE EXISTING SITE AND OUR ENGINEERING FIRM, TIGHE & BOND, IS DEVELOPING AN ENVIRONMENTAL IMPACT REPORT ON THE ENTIRE ACREAGE THAT WILL GIVE US MANY YEARS OR THE OPTION TO GO INTO RESOURCE RECOVERY AT OUR EXISTING SITE. CLOSURE OF OUR LANDFILL WOULD HAVE CAUSED SEVERE FINANCIAL PROBLEMS FOR OUR CITY.

THE AVAILABILITY OF CABLE T.V. WHICH HAS ELUDED OUR CITIZENS FOR MANY YEARS, IS SOON TO BECOME A REALITY. WE ARE FORTUNATE TO HAVE ONE OF THE MOST ADVANCED SYSTEMS IN NEW ENGLAND. THE ENTIRE LICENSING PROCESS WAS A VERY LONG AND COMPLEX ONE, BUT WAS ACCOMPLISHED FASTER THAN ANY OTHER CITY OR TOWN FROM THE DATE OF FRANCHISE TO FINAL LICENSE. IN LARGE MEASURE, THIS WAS DONE ONLY



BECAUSE OF THE OUTSTANDING WORK IN THE PROCESS BY MR. BALOG AND MR. O'KEEFE. I AM PLEASED TO ANNOUNCE THIS MORNING THAT THERE WILL BE A PARTIAL TURN-ON TO SOME AREAS OF THE CITY ON JANUARY 29th, AT WHICH TIME THE SIGNAL CAN BE BROUGHT INTO THE HOMES AND OUR CITIZENS WILL BE ABLE TO HAVE CABLE T.V. AVAILABLE. THE REST OF THE CITY WILL BE COMPLETED SHORTLY AFTER.

THE MONTHS AHEAD HOLD GREAT CHALLENGES FOR THOSE IN GOVERNMENT. WE WILL ALL BE TESTED AS TO OUR ABILITY TO COPE WITH DRAMATIC CHANGES THAT MUST BE IMPLEMENTED IN REGARD TO PROPOSITION 2 $\frac{1}{2}$ . I INTEND TO TAKE WHATEVER ACTION IS NECESSARY ON THE LOCAL LEVEL TO RESPOND TO THE MANDATE OF THE VOTERS ON NOVEMBER 4th. HOWEVER, I BELIEVE THE IMPLIED MESSAGE OF THE VOTERS MUST BE CARRIED TO OTHER LEVELS OF GOVERNMENT FOR LOCAL COST-CUTTING MEASURES TO BE EFFECTIVE. THE STATE MUST LIVE UP TO ITS COMMITMENTS TO UNDERFUNDED MANDATED PROGRAMS, BRING UNDER CONTROL ITS BURDENSOME ASSESSMENTS FOR COSTLY AND INEFFICIENT SERVICES AND INCREASE LOCAL AID TO THE EXTENT THAT IT WILL HELP ABSORB THE IMPACT OF PROPOSITION 2 $\frac{1}{2}$ .

I ASK THOSE IN GOVERNMENT FOR THEIR ASSISTANCE AND COOPERATION IN MEETING THIS CHALLENGE AND I ASK OUR CITIZENS FOR UNDERSTANDING AND SUPPORT DURING THE PROCESS OF FULFILLING OUR RESPONSIBILITY.



THOUGH A GREAT DEAL OF TIME WILL BE SPENT OVER THE NEXT SEVERAL MONTHS RELATIVE TO PROPOSITION 2 $\frac{1}{2}$ , THERE ARE MANY OTHER ISSUES THAT MUST BE ADDRESSED. THE CENTENNIAL PARK WILL NEED CONSTANT MONITORING AND MANY ISSUES WILL HAVE TO BE RESOLVED AS WE MOVE FROM MARKETING TO CONSTRUCTION.

REVITALIZATION WILL REQUIRE CONSTANT ATTENTION TO MAKE SURE THE INTEREST AND MOMENTUM THAT WE HAVE DEVELOPED DOES NOT DIMINISH.

THE SMALL CITIES GRANT OF \$2.5 MILLION IS NOW IN THE INITIAL PHASES OF IMPLEMENTATION. WE WILL HAVE TO KEEP A CLOSE EYE ON THE PROCESS TO MAKE SURE THE MONEY IS WELL SPENT AND ASSURING AS MANY IMPROVEMENTS AS POSSIBLE.

THE YEAR AHEAD WILL SEE A MORE ACTIVE ROLE BY OUR CITY TO DEVELOP AN ALTERNATIVE PUBLIC TRANSPORTATION SYSTEM RATHER THAN DEPENDENCE ON THE M. B. T. A. THIS WILL BE ACCOMPLISHED IN CONJUNCTION WITH OUR NEIGHBORING COMMUNITIES IN A NORTH SHORE TRANSIT STUDY. I BELIEVE DEVELOPING A SYSTEM GEARED TO MEETING THE NEEDS OF NORTH SHORE COMMUNITIES WILL WORK.





WITH FEDERAL APPROVAL TO USE A PORTION OF OUR SMALL CITIES GRANT MONEY AS LEVERAGE AGAINST STATE URBAN SYSTEMS MONEY, THE POSSIBILITY NOW EXISTS FOR US TO MOVE FORWARD IN DESIGN AND ENGINEERING TO GIVE OUR DOWNTOWN ROADWAYS A FACELIFTING. WITH NEW STREETS, PEDESTRIAN MALLS, LANDSCAPING, STREET LIGHTING AND OTHER IMPROVEMENTS, THIS WILL REQUIRE CONSTANT MONITORING OVER THE NEXT YEAR.

WE WILL CONTINUE TO WORK FOR A LONG LASTING SOLUTION TO OUR REFUSE DISPOSAL PROBLEMS. THIS ADMINISTRATION WILL CONTINUE TO REVIEW AND INVESTIGATE THE MANY PROPOSALS IN REGARDS TO RESOURCE RECOVERY. HOPEFULLY THE YEAR AHEAD WILL SEE A VIABLE PROGRAM IN WHICH THE CITY CAN GET INVOLVED.

THERE ARE MANY OTHER ISSUES WE WILL BE FACED WITH AND I AM SURE THAT FROM TIME TO TIME WE MAY DISAGREE, BUT I DO BELIEVE THAT SINCERE DIFFERENCES OF OPINION CAN BE OVERCOME IF OUR MOTIVATIONS ARE THE SAME, THAT BEING, SERVING THE BEST INTEREST OF OUR COMMUNITY.

IT HAS BEEN AN EXCITING AND, I BELIEVE, A PRODUCTIVE YEAR FOR OUR MUNICIPAL GOVERNMENT. THOUGH MUCH HAS BEEN ACCOMPLISHED, MUCH MORE REMAINS TO BE DONE. MY PERSONAL COMMITMENT TO THE PEOPLE IS THAT I INTEND TO CONTINUE WITH THE SAME AMOUNT OF INTENSITY, TIME AND



EFFORT TO MAKE SURE THAT OUR CITY CONTINUES TO  
RISE IN STATURE AND MAKE US ALL PROUD TO BE PART OF  
IT.

I HAVE BEEN ELECTED BY THE PEOPLE OF THIS CITY  
TO PROVIDE LEADERSHIP AND I INTEND TO CONTINUE TO  
PROVIDE THE TYPE OF LEADERSHIP THAT WILL MAKE YOU  
BELIEVE THAT YOUR CONCERNS ARE MINE.

